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Crummer Chronicle 2012

Crummer Graduate School of Business

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THE CRUMMER CHRONICLE

A publication for the Rollins MBA community

A LOOK AT SUSTAINABILITY



A MESSAGE FROM THE ALUMNI ASSOCIATION PRESIDENT

Greetings fellow alumni! Welcome to the second edition of the *Crummer Chronicle*, our new alumni magazine. The Crummer Alumni Association and the Alumni

Relations team are excited to have this opportunity to update you on the school, faculty, students, and of course, your fellow alumni. This edition has a common thread: sustainability. Each of the articles featured includes information and stories about what members of the Crummer family are doing to have a positive impact on the environment and to help ensure the sustainability of the Earth's resources.

Business is changing every day. With so much emphasis on "going green," businesses and individuals are developing new and creative ways to reduce their environmental impact. In the pages ahead you will learn of just some of the ways that current and future alumni are learning, adapting, and innovating. You will see that even the smallest changes are making a big difference.

The Crummer School is also focused on its own sustainability efforts. This publication and all of the *Crummer Chronicles* going forward will carry the FSC-certified logo. This means that the paper and print process has followed the strict set of standards established by the Forest Stewardship Council.

As we continue to create a strong alumni network, this publication is just one way to connect with the School and with each other. We hope that you will also join the Crummer Alumni Association social media pages and the newly launched alumni on-line community, Crummer Connect. If you have comments or suggestions for this publication or for the Alumni Association, please contact us at crummeralumni@rollins.edu.

On behalf of the Crummer Alumni Association, thank you for staying connected.

Bob Hartmann '79 '06MBA
General Electric Healthcare
Alumni Board President



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NEWS



(left to right) Dean Craig McAllaster, Robert Finrock, Steven High, John Myers, William Bieberbach, President Lewis Duncan

THE CRUMMER SCHOOL INDUCTS FIVE NEW MEMBERS INTO THE ALUMNI HALL OF FAME

William H. Bieberbach '70 '71MBA

President & CEO, Miller Bearings, Inc.

Robert D. Finrock, Jr. '71MCS

President & CEO, Finrock, Design-Manufacture-Construct, Inc.

Steven W. High '81MBA

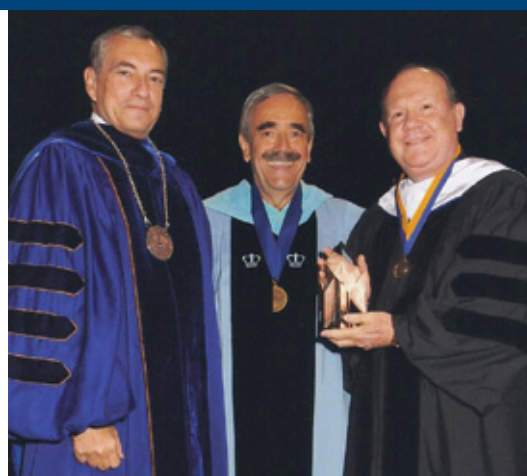
Chairman, H.J. High Construction Company

Allan E. Keen '70 '71MBA '10H

Chairman and CEO, The Keewin Real Property Company

John C. Myers III '69 '70MBA

Chairman of the Board, Reinhold Corporation



Allan Keen

Induction into the Alumni Hall of Fame is the highest honor bestowed upon an alumnus by the Crummer Alumni Association. The Alumni Hall of Fame was created in 1987 to recognize and honor alumni who, through leadership, character, and hard work, have made exceptional contributions to the field of business.

More information is available at: mba.rollins.edu/alumni/halloffame

NATIONAL RANKINGS

Several top publications have recently ranked the Rollins MBA

Forbes magazine ranked the Rollins Early Advantage MBA 46th in the nation and the top school in Florida for return on investment. Rollins is the only school in Florida that has been ranked in the top 50 every time *Forbes* has released the Best Business Schools list, which runs every two years.

Bloomberg Businessweek ranked the Rollins Professional MBA program 44th in the nation in its biennial ranking of part-time MBA programs. The magazine also reported that alumni of Rollins' part-time MBA program earn, on average, a 25 percent higher salary compared to their pre-MBA income.

U.S. News Media Group ranked the Rollins MBA 101st in the nation in the 2013 edition of Best Graduate Schools.

The **Princeton Review** featured Rollins in its 2012 edition of "The Best 294 Business Schools."

EVENTS

Last year, over 1,300 Crummer alumni enjoyed various events in the Central Florida area and across the country! There are events for everyone, no matter where you are. This year's events include many Alumni Association activities, socials in several different cities, webinars, live casts, and even a gathering of alumni in Europe. To see a list of upcoming events visit: crummerconnect.rollins.edu/events



See more photos at: crummerconnect.rollins.edu/photos

Fair-Trade vs. Direct-Trade Coffee: Battle Brewing Over Best Path to Your Cup

by **Dr. Keith Whittingham '01MBA**

Associate Professor of Sustainable Enterprise and Management Science

Coffee is big business! It is the second-most traded commodity in the world (behind oil) with a total traded value of US \$22.7 billion in the 2010-2011 crop year, according to the International Coffee Organization (<http://www.ico.org>). The competition at the consumer end of this market is fierce and highly visible, with Starbucks, Caribou Coffee, and even McDonald's and Dunkin' Donuts vying to fill your cup as they try to elevate coffee from a beverage to a lifestyle.

While retailers battle over end consumers, a different type of battle is shaping up at the other end of the supply chain; one of competing business models that may impact life and culture in rural coffee-growing communities around the world.

Unlike oil production, an activity so capital intensive as to preclude participation of all but the most deep-pocketed corporations, coffee production has long been in the domain of the small farmer. Most global coffee cultivation takes place on farms smaller than 5 acres in size. The coffee value chain includes a series of “aggregators” and “disaggregators”, often



Crummer students pick ripe coffee beans on a Costa Rican Fair Trade farm.

over a dozen “middlemen” who help make the market more efficient, but who add significant markups along the way. A little-appreciated fact by many coffee lovers is how little of the price of their morning latte actually makes it into the pockets of the farmers; by some estimates only 1% – 2% of the retail price for conventional coffee.

Fair Trade Coffee

A growing number of standards and certifications attempt to ensure that coffee producers earn a fair wage and are operating in an economically sustainable manner. Several of these standards, including Starbucks C.A.F.E., Rainforest Alliance, and the Common Code for the Coffee Community, also qualify labor practices and living conditions for farm workers, among other criteria. The most prominent of these standards, however, is the Fair Trade system, which has been established in the commerce of various goods and, in the case of coffee, governs terms of trade, including a price differential over the coffee commodity market price and a minimum producer price to mitigate the impact of severe market downturns. Additionally, importers are required to purchase directly only from certified producers or cooperatives, circumventing some of the middlemen in the value chain (see <http://www.transfairusa.org>).

Fair Trade has been a tremendous global vehicle in support of small agriculture producers and farmworkers. The Fair

Crummer students in Costa Rica roasting coffee in Direct Trade café.



Trade label has shown its value in the marketplace of consumer perception, with significant retail price premiums being supported for certified products. Some researchers report retail prices for Fair Trade coffee being almost double that of conventional coffee.

Despite the intentions and apparent upside, however, producers have not always seen the benefits, from Fair Trade and other certifications, that they had hoped to obtain. In some cases, the price premiums paid to producers have not been sufficient to offset the costs of achieving and maintaining compliance with the certification standards. Additionally, retail consumer demand for Fair Trade coffee has not always kept up with supply, leading to frequent situations where much of the coffee produced under certified conditions (and costs) must be sold by the producer at conventional coffee prices, further eroding margins and producer income.

Direct Trade Coffee

In recent years, globalization and technology have combined to facilitate an emerging trend of Direct Trade Coffee. Entrepreneurial small producers, either alone or in small groups, have begun to integrate vertically through the value chain, processing and even roasting their own coffee for local sale. Particularly in locations frequented by tourists, sales to these visitors have resulted in continued relationships that

have been supported by social media marketing campaigns. In countries where export regulations and facilities are sufficiently accommodating, this has resulted in a Direct Trade business model in which the coffee farmer/processor/roaster may be selling and shipping directly to the end consumer.

This model is based on cultivated direct relationships and often is tied to the consumer's experience in some particular location, hence volumes are small and many costs (shipping, for example) are relatively high due to poor economies of scale. However, by circumventing virtually all the middlemen and, incidentally, the certification bodies as well, the producer can capture the full retail price on what is viewed by the consumer as a premium product with a personal connection. Even selling to their customers at a discount and sharing the proceeds with the processor, the farmer can easily earn double or triple what he or she would earn by selling into the typical supply chain. As their market reach expands via social media, the question for the Direct Trade producer is how to attract enough new farmers to their effort model to keep supply in pace with growing demand.

Challenging the Social Fabric

While Direct Trade sounds on the surface like a winning proposition, in some cases it presents a very difficult challenge to the social fabric of rural communities. In many countries, small farmers of coffee and other crops have long banded

Crummer students get instructions from a Fair Trade coffee farmer in Costa Rica.





The day's haul of ripe coffee beans.

together in local cooperative groups to leverage greater economies of scale in processing and marketing. One country with a rich history of the cooperative framework is Costa Rica, where cooperatives early on became an essential component of commercial activity largely due to key factors of the country's early colonial development. Through much of the twentieth century, Costa Rican cooperatives came to play the role of community development agencies, including providing financing for individual farmers and community projects and providing much needed scholarships for local students to further their education. Many co-ops invested heavily in obtaining Fair Trade and other certifications to provide better incomes for their members and better support for their communities.

In recent years, however, many co-ops, particularly those focused in coffee, have suffered from eroding membership.

While many factors are at play in this, the lack of viable income afforded by the coffee value chain has had a significant effect, as many farming families have simply walked away from their land to seek more gainful forms of employment. Now, as co-ops are struggling to reinvent themselves, many find themselves additionally competing to keep their remaining members from abandoning the traditional value chain altogether in favor of joining fledgling Direct Trade groups. One big question in the minds of the co-op leaders and other observers is whether, without the mandates of Fair Trade or other certification, the social and environmental safeguards will be maintained. Will the higher incomes offered by Direct Trade have any "trickle down" to the broader community, as income did under the co-op structure? As more coffee farmers face the tough decisions brought about by coffee's marginal profitability, the rise of Direct Trade as an alternative could eventually bring about the final demise of the rural coffee co-op along with its role of guardian of the community social interest.

Potential Outcomes

It is way too early to tell the direction this issue will take, as there are many uncertainties. How deeply and broadly will the Direct Trade coffee movement penetrate the market? How much control of Direct Trade producers will remain local as they seek external investors to support their expansion to scale? The coffee co-ops certainly are at a major decision point. Many are not likely to survive without a major change to their traditional business model. Do they adopt Direct Trade themselves? Or, do they seek a new alternative model? The specific outcomes will certainly be as varied as the circumstances of individual communities, but the best long-term outcomes will likely be those where the community remains a key stakeholder in local coffee production.

Dr. Keith Whittingham '01MBA

Over the past three years, Keith has brought several groups of MBA students to Costa Rica to work with local community businesses on global consulting projects and for immersion learning as part of his Global Sustainability course. He and his students have picked coffee on a Fair Trade coffee farm and roasted coffee with a Direct Trade producer, learning first-hand from both sides of this dynamic, evolving debate.



"I think one of the most misunderstood things about business in America is that people are either doing things for altruistic reasons or they are greedy and selfish, just after profit. That type of dichotomy portrays a false image of business. It certainly is a false image of Whole Foods. The whole idea is to do both."

– John Mackey, CEO Whole Foods



Emily Hulsey with fellow Rollins MBA students at the Hult Global Case Challenge.

SOCIAL ENTREPRENEURSHIP

by **Emily White Hulsey '12MBA**

Maybe you agree with Mr. Mackey and maybe you don't, but there is no denying the increasing popularity of social responsibility in the for-profit sector.

I remember I was first introduced to the notion that businesses can (and should) make a purposeful impact on their communities, when I saw a commercial for philanthropic retailer Tom's Shoes. I researched the topic a bit more, even dedicating my undergraduate capstone project to it, and learned that there is a lot more to social responsibility in business than corporate giving. Environmentally sustainable development, private-public partnerships, and social entrepreneurship are additional tools being utilized by businesspeople who wish to make a positive social impact. Because I was particularly interested in social entrepreneurship, I was shocked but fascinated that these businesses were profiting greatly by solving problems that traditional entities could not.

I came to Crummer with the goal to be a social entrepreneur. I heard about Net Impact and immediately knew it was a good fit for me. Net Impact is an international organization of students and professionals who are interested in any form of social responsibility: social entrepreneurship, environmental sustainability, Corporate Social Responsibility, and nonprofit partnership. One of my favorite parts about Net Impact is its diverse membership and, therefore, diverse perspectives. Interests range from biotech to finance to volunteerism — what connects us is the fact that we want to make a positive difference in our world as we pursue these interests within the business sector.

Benefits of being a member are remarkable and include premium networking opportunities, a members-only jobs board, tours of local sustainable businesses, discussions with

top leaders, challenging business plan and case competitions, and general opportunities to learn more about related subjects. Last year, for example, some classmates and I were invited to compete in the Hult Global Case Challenge in Boston. Sponsored by Hult International Business School, Clinton Global Initiative, and Water.org, the competition challenged teams to propose a plan to solve the world's water crisis. (Simple, right?) The winning plan is actually being enacted by Water.org this year! It was tremendously educational and eye-opening, not only to tackle the problem ourselves but to hear so many creative ideas from students from across the globe.

This past year, Rollins Net Impact offered many more opportunities for students and the general Rollins community. We sent students to top conferences and challenging competitions. We toured Darden's LEED-certified headquarters, discussed problem-solving in developing countries with Clean the World, researched and created a campus paper reduction campaign, and held a consulting competition with social enterprise If I Had a Hammer. Also, we extended our membership to undergraduate students and partnered with Rollins' Social Entrepreneurship and Sustainable Enterprise (SESE) Initiative, which brings countless additional opportunities and resources to our members.

Our goal is to expose students and the community to the concept of using business skills to solve social problems, and we are poised to do so in a major way.

I hope you will find your own way to get involved with this growing approach to business, whether it is by researching some of the social enterprises mentioned above, joining Net Impact (www.facebook.com/rollinsnetimpact and www.netimpact.org), or attending a Net Impact/SESE event. You may be surprised by what you find.

Plenty of Fish in the Sea?

DARDEN'S APPROACH TO SUSTAINABILITY

by Dawn Nagy



Darden headquarters
in Orlando, FL

Cheddar Bay Biscuits, Never Ending Pasta Bowl®, Flo's Filet® — who's getting hungry? These are just some of the thoughts that come to mind when you hear the name Darden Restaurants. The company, whose brands include Red Lobster, Olive Garden, Longhorn Steakhouse, The Capital Grille, Bahama Breeze, Seasons 52, and the newly acquired Eddie V's, is the largest full-service restaurant company in the world. With decades of experience under its belt, Darden has developed signature dishes that are synonymous with its brands.

What may not come to mind when you think of Darden Restaurants are things like solar panels, enzymatic floor cleaners, reclaimed water, bio-soil, and Leadership in Energy and Environmental Design (LEED) certification. If these things are not synonymous with Darden, they soon will be. Having practiced sustainable initiatives for years, especially with issues vital to its supply chain, Darden has taken a more strategic approach to sustainability over the past few years.

When you stop to think of the size and scope of Darden, how could it not focus on sustainability? Darden operates 1,900 restaurants and serves more than 400 million meals each year. It is one of the world's largest buyers of seafood, one of America's top 30 largest private-sector employers, and has a supply chain that includes 1,500 suppliers from 35 countries. Darden's size is hard to wrap your mind around. Picture this: if you stretched out the amount of Cheddar Bay Biscuits served at Red Lobster each year, it would span from Manhattan to Shanghai, and back again. That's 395 million Cheddar Bay Biscuits. For a company whose continued success depends upon a reliable and consistent dining experience within each of its brands, that amounts to a lot of food safety and sustainability concerns. And a lot of resources that Darden wants to use wisely.

In 2008, Darden developed a vision for sustainability and mapped out a strategy. A Sustainability Leadership Council of senior executives was established, and the company chose to focus on four key areas that are vital to its success and growth: energy, water, and waste; seafood sustainability; food safety; and the Darden workforce. The company established a base-line for its operations and set goals for everything from carbon dioxide emissions to waste reduction. The numbers are incredible:

ENERGY: Emissions are nearly 1 million metric tons of carbon dioxide annually. That's equivalent to 115 million gallons of gasoline or the energy of 90,000 American homes. By adding energy efficient bulbs, adjusting thermostat settings, and altering cooking equipment power-up/power-down schedules, Darden has already cut its consumption. The goal for 2015 is to reduce energy usage by 15 percent per restaurant based on 2006 levels.

WATER: Direct water usage includes everything from washing fruits and vegetables and cooking pasta, to scrubbing equipment, dishes, and hands. Hundreds of millions of gallons are consumed annually. By switching to a natural enzymatic floor cleaner that does not require rinsing, switching procedures for sanitizing

kitchen utensils, installing low-flow aerators and sprayers on sinks, and other changes, Darden is saving 700 million gallons of water and \$5 million annually. The goal for 2015 is to reduce water usage by 15 percent per restaurant based on 2006 levels.

WASTE: 537,000 tons of solid waste are produced from restaurants annually. Darden is implementing changes such as recycling cardboard, fluorescent bulbs, and fry oil, along with reducing register paper usage and giving nearly 10 million pounds of surplus food each year to hunger-relief organizations across North America. The annual amount of cardboard recycling alone saves 553,350 trees from being consumed. And the annual reduced computer register paper usage? That saves 400,000 paper rolls and \$400,000 each year.

SEAFOOD SUSTAINABILITY: It turns out there are not plenty of fish in the sea. As global population rises so does demand for this cheap source of protein. Overfishing is becoming an increasing problem, and scientists predict that world fish stocks could collapse before 2050. So Darden is using its size to help shape the health of fisheries worldwide. The company co-founded the Global Aquaculture Alliance, established the Darden Environmental Trust, and works closely with the New England Aquarium to help set standards and focus on the sustainability of the world's fish population. Only 40 percent of Darden seafood is wild-caught, and it does not serve Chilean sea bass and orange roughy, species that are currently overfished and considered at risk.

FOOD SAFETY: With food safety as its top priority, Darden has set the standard for other restaurants to follow. Darden implemented the Hazard Analysis of Critical Control Points protocol years before its competitors, has established an Animal Welfare Working Group to monitor the animals in its supply chain, and inspects its suppliers around the world. Education, traceability, and sustainable purchases are part of Darden's food safety priorities.

EMPLOYEES: Darden knows a customer's satisfaction depends on its employees. They train and nurture talent, and promote from within. Almost half of the 6,000 plus restaurant managers have come up from the team-member ranks. Many top executives have worked their way up through the company. As a result, in an industry that is known for high employee turnover, Darden has one of the lowest turnover rates. If Darden's sustainability initiatives are to continue to grow, employee buy-in is a necessity.

If you think Darden is making these changes only in its restaurants, think again. In 2009, Darden opened its new corporate headquarters in Central Florida and received LEED Gold certification for the building. Reflective roofing, reclaimed water usage, automatic lighting systems, and the largest private solar panel array in Florida have led to a 1.8 million gallon water reduction and 16 percent less energy usage. That only scratches the surface, as this green building is almost something you have to see to believe.

"Our campus really embodies Darden's values," said Jim Lawrence, Senior Vice President and Chief Supply Chain Officer for Darden and member of the Crummer School's Board of Overseers. "Beyond demonstrating our commitment to sustainability, it's home to a diverse group of employees who come together to work in a strong spirit of teamwork and collaboration to support our ultimate goal of nourishing and delighting everyone we serve."



Jim Lawrence '05MBA

In order to continue to grow in the highly competitive \$400 billion restaurant industry, a company has to provide consistent and quality results, and use its resources wisely. Darden has become an industry powerhouse in its sustainability efforts, and is proof that even the biggest companies can go green.



Darden Restaurants is one of the Crummer School's top alumni employers. For more information on Darden's sustainability efforts visit:

www.generationcommitment.com

WASTE NOT WANT NOT: WASTE PRO SEPARATES ITSELF

by **Susan Haugen '10MBA**

When you first meet Don Phillips '67 '68MBA, you wonder how this calm, well dressed, quiet-spoken man got involved in the world of garbage. His resume describes a successful businessman who left the Central Florida area upon graduation from the Rollins MBA program and worked in Boston, New York, New Jersey, Connecticut, and other points along the east coast. His employers include Fortune 500 companies, GE, Cooper Industries, and his own company Accountants on Call. It wasn't until he retired that he developed an interest in garbage.

Now the Chief Financial Officer of Waste Pro, Don Phillips has become an integral part of a remarkable organization. He has shepherded its growth from \$15 million in revenue 8 years ago to greater than \$400 million this year, seeing a 40% annual growth rate despite the economic challenges that are facing companies all over the world.

Don modestly makes it clear, "I'm not the real story of Waste Pro. That's our president and CEO, John Jennings. I'm involved, but he is the driving force behind this company." However, Don has a wide range of responsibilities for all financial aspects of the company's operations. He manages financial, human resources, and risk management staff, as well as acting as the interface with banking partners and private equity partners. In addition, his involvement with the acquisitions and growth of the company has made a lasting impact on Waste Pro.

Waste Pro is the largest and fastest growing privately owned solid waste company in the Southeastern United

States. It tackles the responsibility of removing — daily — mountains of waste from the homes and businesses of seven states. It handles waste collection, recycling, processing, and disposal, serving more than 1.4 million customers, and operating two of the country's largest paper, plastic, and glass recycling facilities. However, it sets itself apart from others in the industry in some key ways: through excellent customer service, high employee satisfaction, and through its commitment to ecological sustainability.



Don Phillips '67 '68MBA

The most common assumption by consumers of what happens to trash after it is hauled away is that it goes to a landfill. Yet, Don states emphatically: "Oh, we avoid landfills! We do everything we can to divert waste from landfills. There is a government mandate that 75% of all consumer waste should be deferred from landfills by 2025, and Waste Pro expects to be able to meet that requirement long before that date." This has led to aggressive recycling processes and innovative thinking as the company seeks ways to turn waste into energy.





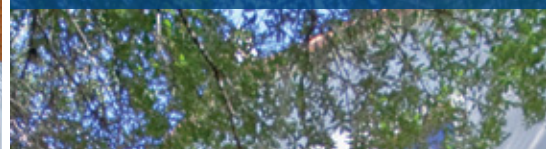
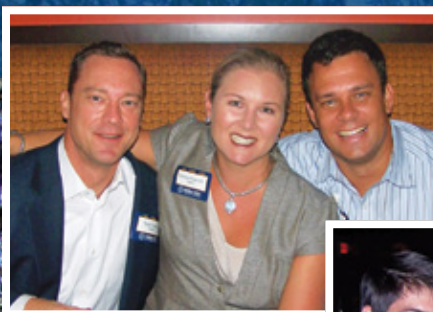
The company's commitment to going green stretches beyond the work that they do with the garbage they collect. They own and operate a solar-powered regional operations facility in Sarasota, they are converting their heavy truck fleet to run on compressed natural gas (for which they had to build their own fuel station), and Waste Pro's new trucks have a "regenerative" system installed that reduces exhaust emissions. These are just a few of the green initiatives the company supports.

Waste Pro leaders see the strength of the company in its flexibility. The corporate office is located in Longwood, Florida, but the real work is in the hands of the regional employees. The company has grown through organic growth and acquisition, but those acquisition decisions went through a rigorous analysis to determine if the new companies would fit with the corporate culture of customer service that is the differentiator of Waste Pro. To Don Phillips, and the Waste Pro team, meeting the needs and sustainability interests of the customers leads to success for everyone.

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Visit **crummerconnect.rollins.edu** to register today!

KARL RAGNER RIMFELDT '95MBA AND KARL ERIK RIMFELDT '05MBA by Dawn Nagy

Sometimes the apple doesn't fall far from the tree. In the case of the Rimfeldts, both are named Karl, both work side by side in business, and both are Crummer graduates.

Karl Ragnar Rimfeldt, 58, started his master's education by receiving an MSc from the Norwegian University of Life Sciences – UMB in 1978. He then went on to found the Norwegian-based garden center retail chain Plantasjen in 1986. Wanting to develop his business skills further, he moved to Central Florida where he joined the Rollins Executive MBA program and graduated from the Crummer School in 1995. Karl Ragnar Rimfeldt (Karl R.) later returned to Norway and by 2001 Plantasjen had grown to become a chain with 105 stores in Norway, Sweden, and Finland. But Karl R. decided that real estate would be an attractive asset for his family investments and sold all of his shares in his former company.

Ten years after Karl R. graduated from Crummer, his son, Karl Erik Rimfeldt, 32, walked across the same stage. Karl Erik Rimfeldt (Karl E.) graduated from the Early Advantage MBA program in 2005 and decided to take his new skills home to Norway. Upon his return, the Rimfeldts joined forces and began their family real estate development company Rimfeldt Eiendom (Rimfeldt Property in English). The company invests in and develops properties in the Oslo region of Norway. Father and son now develop commercial real estate, including everything from single



Rimfeldt Eiendom headquarters in Kongsvinger, Norway

"We work diligently and targeted for controlled growth and development for the company, we contribute to growth and development for our customers, and work hard for growth and development in the communities we operate in."

– The Rimfeldts

built-to-suit buildings and large retail parks to entire city blocks. Karl E. is currently the CEO of Rimfeldt Eiendom, and Karl R. is Chairman of the Board.

Building in Norway is beginning to change as the need for sustainable initiatives becomes increasingly apparent. Just consider Norway's climate. Norway shares the same latitude as Alaska, Greenland, and Siberia. That means a lot of energy is needed just to keep people warm. Norway's average per capita energy consumption is about three times higher than that of the European Union. As a result, Norway is promoting the use of sustainable energy sources, and prohibiting the use of oil as a heating source in new buildings. Developers are required to attach new buildings to a central heating network that has been established in urban areas and uses

biofuel. As real estate developers, Karl and Karl feel it is essential for them to follow Norway's lead and incorporate sustainability in all of their projects.

The Rimfeldts feel they are long-term investors in Norwegian communities, and as a result believe that environmental responsibility must be a cornerstone of their development philosophy. They focus on sustainable development and utilize building materials and systems that conserve natural resources.

They believe that sustainable buildings offer healthier, more satisfying work and lifestyle environments, so they design and build projects that use natural daylight, fresh air ventilation, and low-maintenance landscaping. These projects conserve energy and are built with environmentally sensitive materials.

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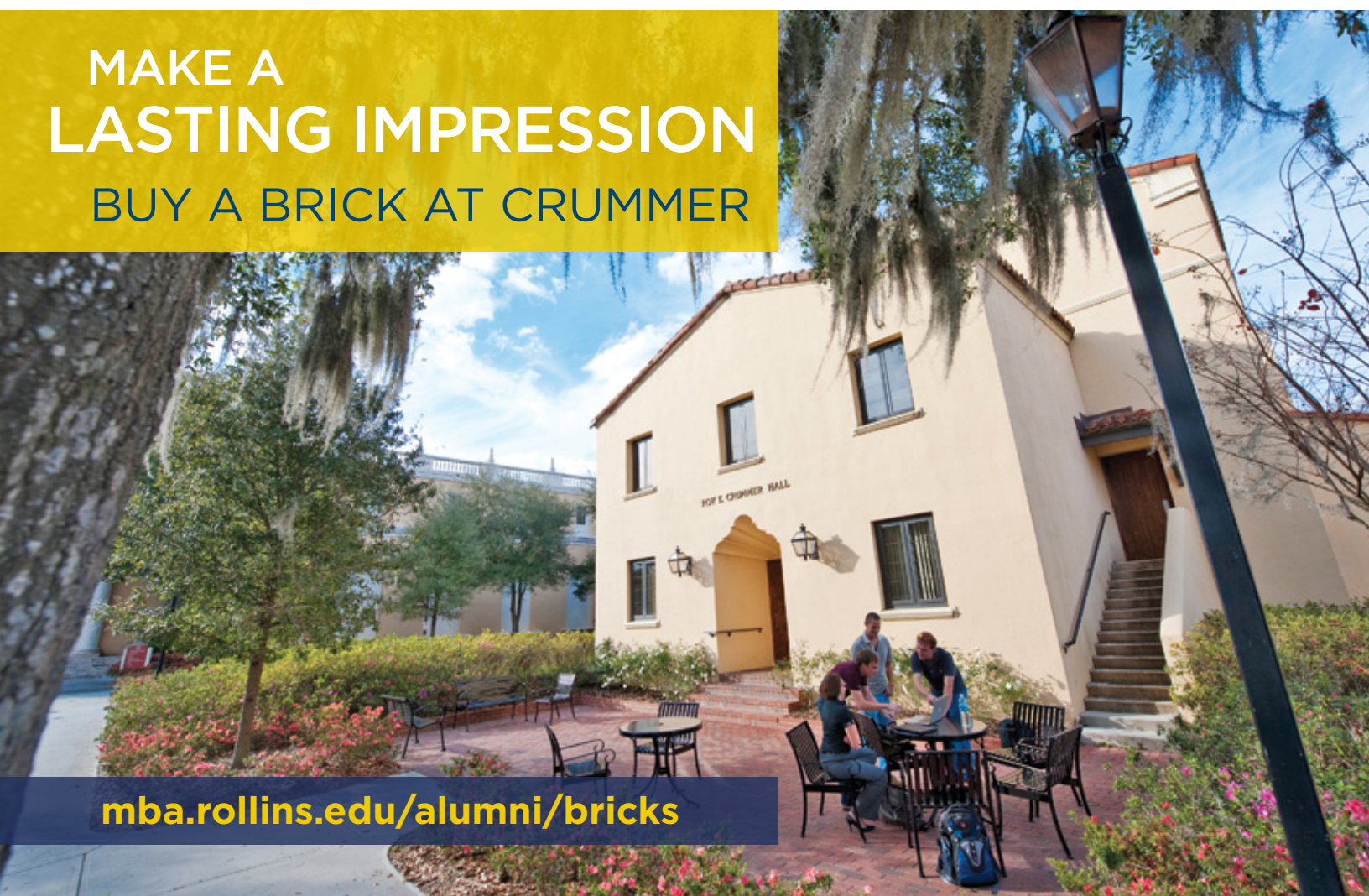
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ALUMNI SPOTLIGHTS



EMILIO DIAZ '10MBA

Originally from Puerto Rico, Emilio moved to the mainland to attend the University of Central Florida where he earned a degree in Industrial Engineering. He spent the next 10 years in traditional manufacturing functions, but knew he wanted to go back to school to get his MBA. With Rollins at the top of the list, Emilio relocated to Florida from Connecticut, and joined the Professional MBA class in 2007.

Emilio is proud of being the Operations Manager for Boston Organics, a company whose mission and values align perfectly with his own. Certified through the Sustainable Business Leader Program of Greater Boston, Boston Organics' mission is to provide access to fresh, organic produce in order to promote and support healthy living in a mindful and sustainable way. Emilio was first introduced to sustainable practices at Crummer in Dr. Keith Whittingham's Global Sustainability class. At the time he wasn't familiar the principles and practices of socially responsible businesses and organic farming, but the course and Dr. Whittingham's passion "opened his eyes." He knew that he needed to find opportunities to use the new knowledge he acquired. Emilio's work at Boston Organics respects the environment, supports local farms, local businesses, and fair-trade practices.

Emilio credits Crummer significantly with where he is today and is grateful for doors Crummer has opened.



MARNA KILLIAN '03MBA

When Marna Killian is in the classroom, students are captivated. As an Executive MBA alumna and a member of Crummer's Leadership Advisory Board, Marna can often be found in Crummer classrooms providing real-world scenarios and offering advice to students. With a distinguished career in operations, training, and human resources at both Darden Restaurants, Inc. and Margaritaville Hospitality Group, Marna has plenty of experiences to share.

As current Vice President of Human Resources for Margaritaville Hospitality Group, Marna is proud of the green initiatives of Margaritaville's owner, Jimmy Buffett, and his partner, Sunshine Smith. The company has performed green audits and is looking to minimize its environmental impact. Jimmy actually began recycling cooking oil from the company's restaurants and has used it to fuel shrimp boats in South Carolina as well as a van that he personally drives.

Marna lives in Central Florida, and enjoys spending time with her two toddlers, Luke and Jake.



JIM EMBRY '08MBA

Jim Embry is the Owner of ESBP Brokerage Co., LLC, and a Partner at Sustainability Recycling Co. (SR) (www.sustainabilityrecycling.com). Prior to joining Sustainability Recycling Co., he held leadership roles in Fortune 500 companies. This experience provided him with insight into how his business could provide "green" solutions within his customers' supply chain.

Sustainability is the focus of Jim's business. He states: "Sustainability = Reduce, Reuse and Recycle. This simple equation has caused many people to pay closer attention to how their actions impact the world around them. SR helps businesses identify, benchmark, and implement solutions on a regional/ national basis, addressing all recyclable processes (plastics, paper, corrugated, wood, etc.). The company's program targets the needs of the present without compromising the ability of future generations to meet their own needs." His company implements process changes that use key metrics, creating reports that calculate how programs will save energy, avoid emissions, preserve resources, and deliver savings as recycled materials are stripped from landfills and recycled for financial benefits, thus significantly reducing overall costs.

Jim and his wife Molly live in Oviedo, Florida, and are the proud parents of four daughters and one granddaughter.



VINOD PHILIP '08MBA

Originally from India, Vinod graduated from the Indian Institute of Technology – Mumbai. Since then Vinod has gone on to pursue two master's degrees: a MS in Materials Engineering from the University of Central Florida and a Rollins MBA from Crummer's Professional MBA program. Soon after graduation from Crummer, Vinod searched for ways to give back to the school and has since served as a student mentor, an alumni leader who helped to kick off the MBA Oath ceremony last year, and is a new member of the Alumni Board.

A long-time Siemens employee and current Global Head of Siemens Gas Turbines, Vinod is excited about the company's sustainability efforts. Siemens views sustainability as an opportunity, and is currently undertaking a wide variety of initiatives to improve and promote renewable energies, environmental technologies, and energy efficiency. These initiatives will help hospitals, airports, and even mega-cities deal with the challenges of this century, and help companies and individuals around the world minimize their environmental impact.

When Vinod is not traveling all over the world for his work, he enjoys spending time at home in Orlando with his wife and two daughters.

Class Notes

in memoriam...

Christopher Haven Peck '93MBA passed away on July 31, 2011. He was 43 years old. Chris was born in Stamford, CT, to Robert and Dori Peck, and moved to Longwood, FL, in 1977. He attended Flagler College where he majored in Business Administration. He received his MBA in 1993 from the Crummer School. Chris owned a marble and granite fabricating company, A Different Perspective. He was a lifelong athlete, artist, musician, world traveler, and student of life.

Raymond R. Retzer '93MBA, passed away on August 6, 2010. He is survived by his wife of 25 years, Sally. He is also survived by his son Raymond R. Retzer Jr., daughter-in-law Barbara, grandson Raymond R. Retzer III, and granddaughter Emma; son Clarke and daughter-in-law Christine. At Crummer, Ray earned the Scholarship Award for being first in his class and received the Leadership Award by a unanimous vote of his classmates.

Nicole Kimber '02MBA of New Market, MD, passed away on August 9, 2011, at her home from an unexpected complication in the midst of her battle with a rare form of salivary gland cancer. After studying finance at Crummer, she embarked on a successful career in banking. An avid athlete and passionate philanthropist she enjoyed softball, beach volleyball, hiking, surfing, yoga, and was even training for a marathon while undergoing chemotherapy. She donated her time and expertise to many causes including serving on the advisory board of a large national health organization and mentoring teens. Nicole will be remembered for so many things, not the least of which is her laugh, which was bright, contagious, and delightful, just like Nicole. Nicole was honored by her classmates at the 2012 Crummer Reunion with a brick dedication ceremony. Her brick will be the first placed in the Crummer courtyard.

Ani Gasti '03MBA of Orlando, passed away on July 9, 2011, from complications of bone cancer. He was 46 years old. In addition to his MBA, Ani held a Masters in Motion Picture Production from the School of Cinema-Television at the University of Southern California and a B.A. in Drama from the University of Virginia. He was also pursuing his Ph.D. Ani's career included work with the University of Shanghai, Bartle Bogle Hegarty, HBO Films, Twentieth Century Fox, Walt Disney Studios, and Universal Pictures. Most recently he held the title of Director of Faculty Development at Full Sail University. Ani had a passion for the arts, literature, sports, world travel, conversation, and was dedicated to the humane treatment of animals.

Erin Gayle (Painter) (Pianko) Howarth '06MBA, 34, of Orlando passed away on October 17, 2011, at Hillcrest Hospital in Mayfield Heights, OH. Born on April 13, 1977, in Mayfield Heights, she had lived in Chardon, OH before moving to Orlando 10 years ago. Erin worked at Walt Disney World and then joined the staff at the Crummer School where she worked for 7 years as a career counselor. An avid traveler with an infectious smile, Erin's attitude towards life inspired every person lucky enough to cross her path. Her unique fashion sense set her apart from the crowd and she was loved by one and all. A memorial service for Erin was held at Rollins' Knowles Memorial Chapel on November 21, 2011.

Nancy E. Anderson '07MBA passed away in November, 2011. Nancy was a member of the EMBA 24 class and had recently relocated to Atlanta, GA. Nancy had remained close to her Crummer family by providing IT support to Rollins College through her company, Everything but the Spider.

1960's

Anthony LeVecchio '68 '69MBA, president and owner of The James Group, was appointed to the Board of Directors for UniPixel, Inc. in May of 2011. He currently serves as director, advisor and executive of private and public companies in a variety of industries, and currently serves on the Board of Directors of Microtune, Inc.; DG FastChannel, Inc.; and ViewPoint Financial Group.

1970's

Robert Walker O'Neal, Ph.D. '74HH '77MSM received his second doctorate, Ph.D. in Theology, from ICM Seminary on November 30, 2011.

1980's

Karen Casey Pierre '86MBA was married on November 12, 2011. She married a former boyfriend after they had not seen each other for 20 years. They were engaged after dating for 2 years. The marriage was the first time for both of them at age 50. They enjoyed a great honeymoon in Bora Bora, French Polynesia.

Paula Zalucki '87MBA has been promoted to Vice President, Physician Services at Jupiter Medical Center in Jupiter, FL. She joined the hospital system in October 2011 as an Executive Director.

1990's

Karim Rahemtulla '85 '90MBA authored *Where in the World Should I Invest?* which reached number three on Amazon's bestseller list for "Investing" and number one for "New Releases."

Class Notes

Matt Lucky '91MBA and wife, Lisa, were recognized in 2011 by the *Wall Street Journal* and *RealTrends* as being one of the top 250 real estate agents (by sales volume) in the nation. Matt says, "We love Scottsdale and our wonderful weather and the beautiful High Sonoran Desert."



Cindy Pullen '91MBA and husband Mick welcomed their first grandchild, Mackenzie Leah in June, 2010.

Kimberly Wieland '92MBA married H. Adam Wahl, III, in Wilmington, DE, on a gorgeous fall day, October 6, 2011. Kimberly is current Associate General Counsel for Corporation Service Company in Wilmington, DE, managing their intellectual property portfolio and division.

The Law Office of **Nikolas Borchardt '93MBA** located in Central Florida, celebrated its 5th anniversary in 2011.

The home remodel of **Nicole Rader '97MBA** won the top prize in *This Old House's* 2011 Reader Remodel Contest, in the July 2011 magazine. She currently resides in Orlando with her husband and family. The article and photos of the home restoration are available online on the *This Old House* magazine website.

2000's

Victor Jarosiewicz '00MBA and wife Laura welcomed their first daughter Emme Grace in August of 2011. Emme joins big brother Evan.

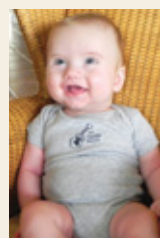
Bailey Guinigundo '01MBA is now a Transportation Analyst for CHEP. Bailey has been with CHEP since 2006 in various roles, most recently as an Asset Recovery Logistics Coordinator. Bailey is credited with streamlining AR processes and working across teams to deliver improved efficiencies.

Alina Aneja '01MBA and her husband Aman welcomed their first daughter, Addison Rose Aneja, in September 2010.



Christina Leh Simon '98 '01MBA and her husband Todd welcomed their second daughter, Cassidy Grace, on Sept 15, 2011. Cassidy joins big sister Ava, 2.

Andrew Wilkinson '01MBA (AMBA) was appointed Chief Economic Strategist to institutional Wall Street broker Miller Tabak in September, 2011 exactly 10 years after graduating from Crummer. Andrew's dream job includes preparing commentary on global macro-economic events for the firms institutional investors. Andrew lives with his wife, Susan, of 20 years and their six children in Wilton, CT.



Shelton D. Granade, Jr. '02MBA and wife Betsy welcomed their first son, Shelton D. Granade III (Trey), in April 2011.



Taylor West '00 '01MBA, Senior Manager, Valuation Services, Grant Thornton LLP, was named to the *Houston Business Journal's* "Top 40 Under 40."

Jack Johannesmeyer, Jr. '02MBA is now the chief financial officer at Baker Distributing Company (Watsco), one of the largest HVAC wholesalers in the country. The company is headquartered in Jacksonville, FL.

Katie Miller Witter '02MBA and husband, David, welcomed their first child William Alan Witter on August 13, 2011.



Kelly Beaman '04MBA (AMBA), musician and businessman, is involved in many projects including promoting musical artists, composing, and the development of a music store in Rockford, IL. He is fortunate to be advised by many community leaders including Gloria Cardenas-Cudia, local TV show host, and Donald Fraser, a classical conductor and composer.



Cheryl Henry '04MBA was recently appointed Chief Branding Officer and Senior Vice President at Ruth's Hospitality

Group, Inc. Cheryl is responsible for developing and executing the company's marketing and branding strategy, enhancing existing sales initiatives, and developing new revenue centers for all RHGI brands.

Nabil May '04MBA

and his wife Christine welcomed their daughter Amelia May on April 15, 2011.



Jacob Moussa '04MBA was recently promoted to SVP of Strategy and Operations at CNL Capital Markets Corporation and is the proud father of Stone born March 1, 2010, and Juliet born June 14, 2009.

**Les Simmonds '04MBA**

received his Ph.D. in Organization and Management with a specialization in Human Resource

Management from Capella University. His thesis was Knowledge Management with the research topic of "A Case Study of Knowledge Management: The Perceived Role of HRM Professionals in the Process of Knowledge Management."

Tania Calderon '03MLS '05MBA,

Director, Product and Marketing Strategy for Wyndham Vacation Ownership, was named by HACR as a 2011 Young Hispanic Corporate Achiever (YHCA). The YHCA award was launched in 2007 to recognize Hispanics in Corporate America who have shown leadership qualities within their organization and have demonstrated a proven commitment to the Hispanic community.

Jackie Grass '05MBA, graduate of the Executive MBA program, was promoted to Disneyland Hotel Banquets/Park Events Director at the Disneyland Resort.

Nicholas Klein '06MBA

is now PMP (Project Management Professional) certified through PMI (Project Management Institute) for passing the PMP exam in January, 2012. He continues to work as a Senior Mechanical Cost Engineer at Vestas Wind Systems in Louisville, Colorado.

Linda South '06MBA is now the Vice President – Commercial Services for Luke & Associates, a professional services organization founded in 2004 and headquartered on the Space Coast of Florida.

Marc Hayden '08MBA was promoted to Executive Vice President, Client Services at CHR Solutions Inc. headquartered in Houston, Texas. CHR Solutions Inc. is a \$75M privately held Telecommunications and IT Software and Services company with over 900 clients globally.

2010's**Jose Fajardo '10MBA and Nancy C. Divita '10MBA**

were married in a private ceremony on July 15, 2011. The couple met in the Corporate MBA program and are living happily ever after in Lake Mary, FL.

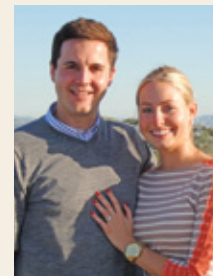


Nancy C. Divita '10MBA proudly added LUTCF to the letters after her name. It is an acronym for Life Underwriting and Training Council Fellow and is a professional designation conferred only upon those individuals who meet or exceed the exacting qualification standards. The designation marks

a long-term commitment to professionalism on behalf of clients, establishes the agent's business experience, marks a commitment to The American College's and NAIFA's Code of Ethics, and fosters additional professional development.

Claire Kunzman '06 '10MBA

was promoted to vice president of client services at Cheryl Andrews Marketing Communications. As the largest travel and hospitality PR firm in South Florida, CAMC specializes in serving resort and destination clients throughout Florida and the Caribbean.

**Daniell Robertson '06 '10MBA (EAMBA) and Alexandra (Lexie) Lang '11 '12MBA (EAMBA)**

were engaged on March 3, 2012 in Napa, CA.

Chris Russo '11MBA is now a broadcast "Entertainer" for the WWE.

4 ways

to share the events of your life with your classmates:

Email: crummeralumni@rollins.edu

Online: crummerconnect.rollins.edu

Mail: Alumni Relations Office
Rollins College
Crummer Graduate School of Business
1000 Holt Avenue - 2722
Winter Park, FL 32789

Fax: 407-646-1550

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